

14 SEP 1983

MEMORANDUM FOR THE RECORD

SUBJECT: EXCOM Meeting on Executive Training Program:
31 August 1983.

1. Mr. Bean gave a short history of executive training (Senior Seminar and SODC) plus a statement of objectives and a brief discussion of the evolution of our program. He said that SODC was like the Edsel-- a good car, but not doing well in the market place.

25X1 2. [] followed with a briefing on the results of the Executive Survey and a summary of OTE's proposal. He pointed out some of the demographics of the present executive population (average age, years of service, etc.)--emphasizing the large numbers who will be eligible for retirement by 1989. He also discussed the key events and skills identified as lacking by the 87 executives in the survey. The proposal for an executive training program was based primarily on a need for flexibility to meet the diverse needs of each directorate, shorter courses, a common training experience, and consistently high quality. The basic proposal was for a two to three week core course and series of electives. (See attachments.)

25X1 3. [] (chairman) asked the members for their comments. The DDA said that we need to have an executive development program and the career services must select the candidates early in their careers. Executive Training needs to be mandatory. The A/DDO responded that he can send officers to training if he can get more people--but the Headquarters staff is spread pretty thin. The A/DDS&T observed that GS-13 officers were not addressed in the OTE presentation. The career services need to identify their comers at that level and OTE needs to offer a sequenced training program: GS-13 through SIS. Also, the GS-13's need to get training which prepares them to become executives. He also asked what happened to the PDP/SODP and Succession Lists. The EXDIR responded that it had become a paper exercise. He noted the last paragraph of the OTE proposal suggesting that the EXCOM review XD in all its dimensions, but there was not a recommendation to pursue this from any of the members and it was dropped.

4. The DTE said our problem has been in getting the appropriate candidates into our courses. Frequently we get whomever can be spared. D/PERS observed that XD training is only one leg of the problem. OTE can't do its job until the career services focus on all the facets of XD and identify candidates for rotational assignments and training. The EXDIR said that a future date the EXCOM will need to discuss a broader approach to developing junior officers for executive assignments. This would include encouraging DO officers to take assignments outside their

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directorates, S&T officers to gain experience in aspects of Agency operations other than the National programs, and the DA to develop more officers with general overseas experience. The DDA agreed that we need to build the DA generalist.

5. The EXDIR then focused on the Midcareer Course. We need to ensure that our best GS-13's are enrolled--those who are to become our next leaders.

6. The DDI (who had just returned to the room) said that his problems are somewhat different. DI office directors, on the average, still have ten more years of service and there is little mobility--either laterally or upwards. The past XD program has not worked well. Complicating the stagnation at the top is the inexperience at the bottom. One third of the analysts are in their probationary period and one half have less than five years of service. Regarding training: Mr. Gates said it is hard to pull an officer off in the middle of a crisis and we have plenty of them! BUT--we are going to have to suffer a little to make this program work. In addition, we must be careful to send only our best officers--a few mediocre students can drag a course way down. This needs to be an exciting and lively program and needs to have prestige. To work it requires management pressure from our (EXCOM) level.

7. The EXDIR suggested that requests to pull a student out of this type of training be approved at his level (as it is for the Training Selection Board courses). He then closed the session with a decision to proceed with the program as presented by OTE. He encouraged the DD's to endure some pain and look after other XD initiatives within their directorates.

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OTE/ED/ [] (07 September 1983)

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